

SAF/AQ

Air Force Acquisition Lightning Bolt Initiatives

From the Office of the
Assistant Secretary of the
Air Force (Acquisition)

This update describes progress made in the Lightning Bolts since the last update on Jul 20. Also included is Lightning Bolt #9, Training, announced on Jul 25.

1. Establish a centralized RFP support team to scrub all RFPs, contract options, and contract modifications over \$10 million.

The RFP Support Team has already assisted 6 program offices incorporate acquisition reform initiatives in upcoming solicitations. The team has 22 members assigned and is rapidly reaching its full complement of 50 team members. Initial training with the Army RFP Support Team was held the third week of Jul. Training for the remaining 28 members will be 28-31 Aug. A summit with all the Center-level RFP Support Teams is scheduled 6-7 Sept. A schedule covering reviews for FY96 will be released shortly.

2. Create a standing Acquisition Strategy Panel (ASP) composed of senior level acquisition personnel from SAF/AQ, AFMC and the user. The panel structure will be fully operational by 15 Sep.

The AF Acquisition Reform Senior Steering Group reviewed and provided feedback on the ASP IPT's recommendations. Guidance was given to establish a three-tier structure with a SAE ASP for ACAT I programs chaired by SAF/AQ, a Senior ASP for ACAT II programs chaired by the PEO or DAC, and Center ASPs chaired by the DAC or representative. Functions to be included on the SAE ASP are: Contracting, Legal, Operations, Engineering, Test, Comptroller, Logistics (Sustainment), Program Management, Competition Advocacy and representatives from OSD and DCMC. The Senior and Center-level ASPs will tailor membership.

SAF/AQ requested nominations from the Air Staff, Secretariat and AFMC for membership on the SAE and Senior ASPs. Yet to be determined is the location of the ASP Secretariat. An ASP Policy & Planning IPT meeting is scheduled at the Pentagon 16-17 Aug.

3. Develop a new SPO manpower model that uses the tenets established in the management of classified/SAR level programs.

The joint SAF/AQ - Hq AFMC IPT has completed its comprehensive review of all Product and Logistic Center streamlining and reform initiatives that effect the size of SPOs. They will use this insight to develop tenets for program managers to dramatically reduce manpower requirements. The end product will not be a mathematical model. Review and comment of the draft tenets will take place with all Center reform focal points on 29-30 Aug. The draft will be provided the PMMEB in early Sep. The interim report will be provided SAF/AQ on 13 Sep followed by a briefing at the PEO off-site meeting scheduled for mid-Sept. The IPT is placing special emphasis on classified/SAR programs that have demonstrated effective management of large programs with smaller teams.

4. Cancel all AFMC center-level acquisition policies by 1 Dec 95.

SAF/AQ signed the charter formally establishing an IPT, called the New Policy Review Team (NPRT), to assess all proposed acquisition policy to include FAR supplements. The purpose of the NPRT is to ensure all policies are consistent with the acquisition reform philosophies. Membership of the NPRT will include Secretariat, Air Staff, HQ AFMC, and AFMC field organizations. Training for NPRT members is scheduled 13-15 Sep at Wright-Patterson AFB, OH.

A review of all field-level FAR supplements in preparation for the 1 Dec deadline is underway. The FAR supplement review is in three phases and is necessary because the original acquisition policy review did not include these supplements. First is a field-level review of all center level FAR supplements. Second, a headquarters' (Pentagon and AFMC) review will consolidate field inputs. Finally, those supplements remaining will be rewritten and recommended for incorporation in HQ AFMC or higher-level FAR supplements.

Review of all other (non-FAR) policies is complete. The Policy Review PAT meets 21-24 Aug to finalize recommendations for rewrite as higher level policies or cancellation of Center level policies. This IPT has met periodically since April to review all policies issued at the Secretariat, Air Staff, Hq AFMC and Center levels to eliminate duplicative, outdated or unnecessary policies.

5. Reinventing the AFSARC process.

This lightning bolt strikes at the historical oversight process conducted along functional lines. The goal of a reinvented AFSARC process shifts the conduct of oversight to a team-based process that delivers integrated (vice functional) advice to the decision maker. This oversight process will also improve program surveillance via continuous and integrated monitoring. Integrated *Process* Teams (IPTs) are forming in the Pentagon to complement and provide support to the Integrated *Product* Teams in the SPOs. The AFSARC reinvention mirrors that of the on-going OSD transition to IPT-based oversight and DAB processes.

Emphasis on training the new IPT members is a high priority to improve the transition. The first two IPT process training courses were 15-16 Aug as part of the SAF/AQ Acquisition Action Officers' School. This training is scheduled monthly through Dec.

This oversight process will cover ACAT I and II programs. At a Jul SAF/AQ-hosted DAC/SPD Acquisition Renaissance offsite, it was decided that ACAT III/IV programs will use HQ IPTs only for extraordinary issues. These programs will continue to provide issues to the PEM and HQ functional staff for resolution when needed. DACs are encouraged to adopt the same team process for oversight and review of ACAT III/IV programs.

Coordination of the IPT policy memorandum begins with the Secretariat, Air Staff and AFMC the week of 28 Aug.

6. Enhance the role of past performance in source selections.

Air Force members of the NGS IPT Past Performance Subpanel have produced first drafts of a PRAG Deskguide and a revised CPARS form. The materials are being reviewed by subpanel members. Agreement on content is expected by the end of Aug.

7. Replace acquisition documents with the Single Acquisition Management Plan (SAMP).

The Air Force SAMP PAT met in Los Angeles 7-11 Aug to develop Air Force policy on content, procedures, and use of SAMPs within the Air Force. PAT representation included SAF/FM, AF/TE, AF/IN, SAF/AQ, HQ AFMC, and each of the Product and Logistics Centers. Members' experience were equally diverse ranging from sitting program managers to functional experts. All program sizes were also represented.

The PAT will present its findings and recommendations to the Air Force Acquisition Reform Senior Steering Group on 8 Sep. Final Air Force guidance will be published by 1 Oct. All ACAT I programs will be required to have a SAMP submitted shortly after their Lightning Bolt #8 program review.

8. Revise the PEO and DAC portfolio review to add a section that deals specifically with acquisition reform.

The first Acquisition Reform Implementation Reviews are scheduled:

- 5 Sep - PEO for Conventional Strike (PEO/TS) portfolio
- 27 Sep - SMC/CC selected ACAT II programs
- 3 Oct - PEO for Tactical/Airlift Systems (PEO/TA) portfolio
- 4 Oct - PEO for Bombers, Missiles, and Trainers (PEO/ST) portfolio
- 16 Oct - ASC/CC selected ACAT II programs

The PEO reviews will be held in Washington DC. The DAC reviews will be held at their respective centers. Reviews for the remaining PEO portfolios and ESC programs are currently being scheduled.

An outline of proposed acquisition reform goals, objectives, and metrics was presented to the Air Force Senior Steering Group on 4 Aug. Work on these metrics continues. They will be refined and issued after gathering acquisition reform metrics proposed by PMs during the initial Acquisition Reform Implementation Reviews. Proposed metric categories include:

- Performance specs and MIL-Standard reform measures
- Cycle Time measures
- SPO actions to obtain excellent sources (use of past performance, process evaluation, vendor rating etc.)

- Program office manpower and correlation of glideslope to program plans
- Commercial technology, items, and processes
- SPO funding distribution highlighting mission support, SETA, FFRDC, and other indirect government costs
- Contractor overhead trends, cost drivers, and proposed actions
- Size and complexity of requests for proposals

SAMPs will reflect results of programs reviews. SAMPs for ACAT I programs are due to SAF/AQ shortly after the completion of each review.

9. Enhance our acquisition workforce with a comprehensive education and training program that integrates acquisition reform initiatives.

HQ AFMC will lead an IPT to develop a comprehensive formal education and training program for the acquisition workforce. This training program will assure individuals have the knowledge, skills, abilities and experience and understanding of how to use tools necessary to perform job tasks and to maintain core competencies after assignment. Goals include:

- Develop an integrated education and training strategy and implementation plan.
- Identify acquisition workforce core competencies and ensure there is a process in place to develop these competencies.
- Develop education and training requirements and curriculum content for initial and recurring training.

This comprehensive education and training program will be presented to SAF/AQ and AFMC/CV by 1 Nov 95.